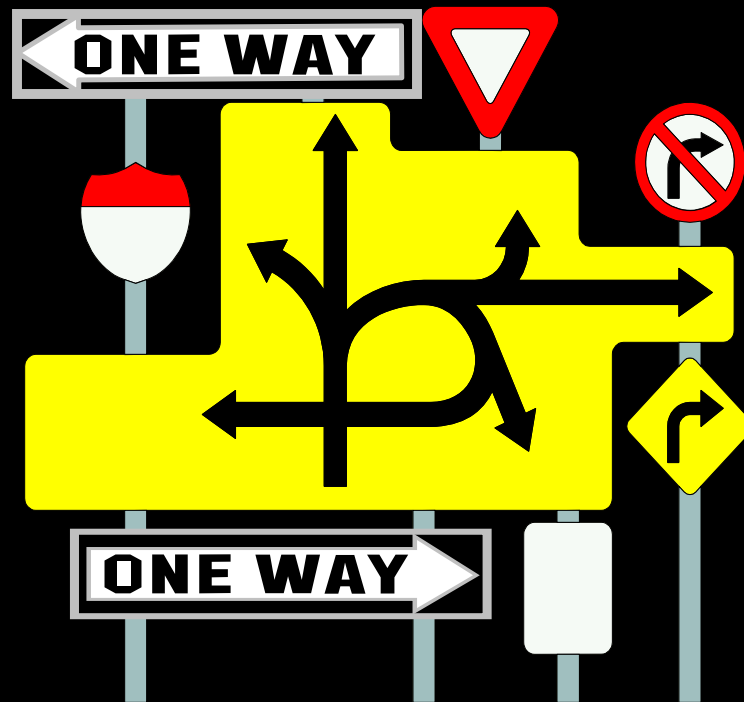# Values of Public Service

Ernest J. Gregory
Principal Deputy Assistant Secretary of the Army
(Financial Management and Comptroller)

There is no right way

ONE WAY

ONE WAY

To do a wrong thing

Objectives

- **Facts.**
  - Definitions
  - Nature
  - Codes / Standards

- **Awareness.**
  - Media Examples
  - Dilemmas are the Rule

Objectives

- **Application.**
  - A National Security Example

- **Wrap Up.**
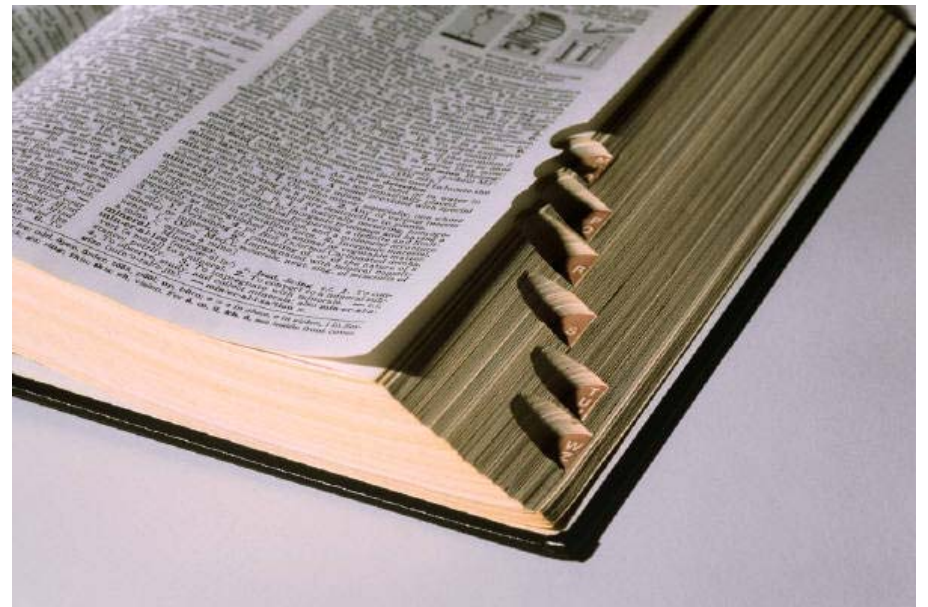 - What Can Be Done
  - Final Analysis

Ethics =

A system of moral principles. 1/

1/ Random House Collegiate Dictionary

Ethics Defined

- **The principles of conduct governing an individual or a professional.**

- **Character or the ideals of character manifested by a race or people**

Values = Trust

- **Trust is:**
  - **Fragile**
  - **Grows at a painfully small pace**
  - **Can be destroyed in an instant**

- **Whereas, mistrust:**
  - **Always exists**
 - **Will erode the effectiveness of an organization**

Nature

- It is individual behavior that makes organizations ethical or unethical.

- There are sufficient identifiable sound ethics for conduct that can serve as standards.

- There is no common agreement.

- People tend to perceive things differently depending on their value system and, in some cases, their background.

Common Thread in all Professional Codes

- Enjoins the professional from being a party to anything illegal or to improper activity

- Must not knowingly provide false or misleading information

- Don't use official data or position for professional or personal gain

- Don't perform any acts or conduct which informed opinion would deem to be improper
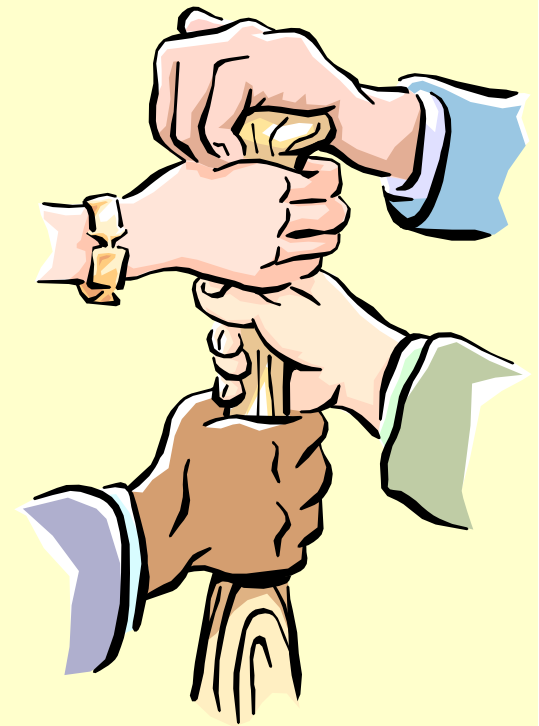
Code of Ethics for Government Service

Any person in Government Service should:

- Put loyalty to the highest moral principles and to country above loyalty to persons, party or Government Department.

- Uphold the Constitution, laws and regulations of the United States and of all Governments therein and never be a party to their evasion.

- Give a full day's labor for a full day's pay; giving earnest efforts and best thought to the performance of duties.

Code of Ethics for Government Service

Any person in Government Service should:

- **Seek to find and employ more efficient and economical ways of getting tasks accomplished.**

- **Never discriminate unfairly by the dispensing of special favors or privileges to anyone, whether for remuneration or not; and never accept for himself or herself or for family members, favors or benefits under circumstances which might be construed by reasonable persons as influencing the performance of Governmental duties.**

Code of Ethics for Government Service

Any person in Government Service should:

- Make no private promises of any kind binding upon the duties of office, since a Government employee has no private word which can be binding on public duty.

- Engage in no business with the Government, either directly or indirectly, which is inconsistent with the conscientious performance of Governmental duties.

Code of Ethics for Government Service

Any person in Government Service should:

- Never use any information gained confidentially in the performance of Government duties as means for making private profit.

- Expose corruption wherever discovered.

- Uphold these principles, ever conscious that public office is a public trust.

Authority of Public Law 96-303, July 3, 1980

Senator Joseph I. Lieberman (D-Conn)

"Although public figures may face the same everyday pressures as the people we represent, we are not, and should not be, judged by the same standards. More should be expected of us . . . . We are public officials, not private citizens. Everything we do can become public and therefore has serious consequences for the community.
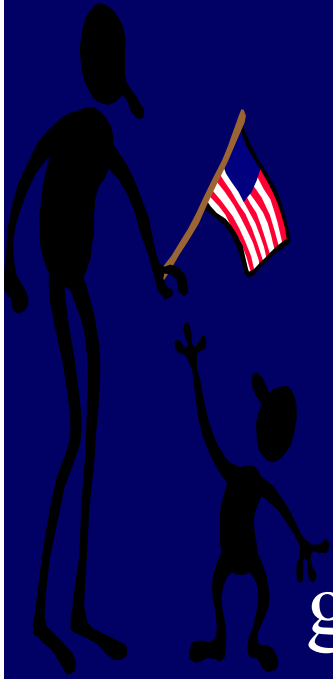
We are—whether we like it or not —role models. We have voluntarily entered a contract with the voters that is based on trust. If we violate that trust, our government, our democracy suffers. So the first question a public figure must always ask himself when making a decision about his personal behavior or actions, about whether to take an opportunity, is not just 'Is it legal?' but 'Is it right?' . . .
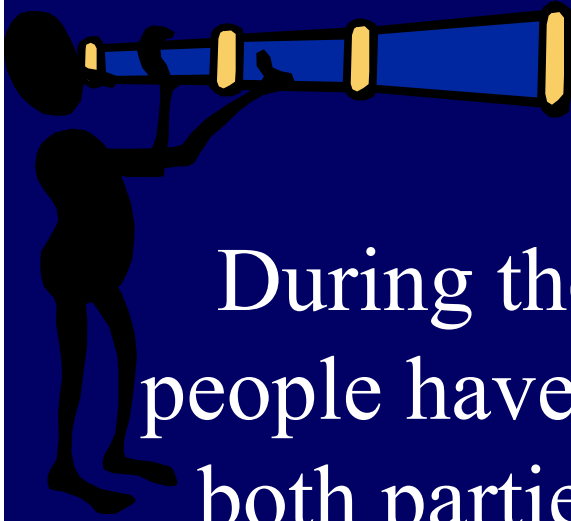
During the past several years, the American people have watched too many public figures in both parties try to make distinctions between whether something is legal and whether it is right. The consequences for our politics have been disastrous because the people correctly see these as attempts to rationalize behavior that is wrong, and they turn away disgusted."

David S. Broder

"... honesty is not a mere bonus in a public servant. It is the fundamental requirement of his role. The public cannot—and never should—accept less."
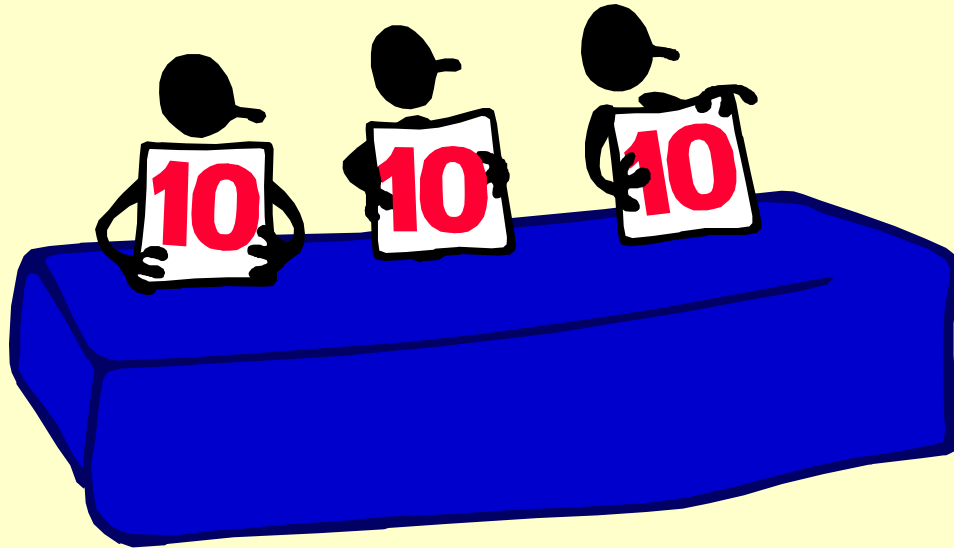
John Brigance

Retired after 61 years with the Corps of Engineers

John Brigance

"Anyone can be a public servant, but I think the responsibilities and duties put upon you demand that you be a *good* one. In my field, you had to have the confidence of those you came in contact with, so I've learned that public service demands that extra step in honesty and trustworthiness. It is that integrity that is primary to you being a quality public servant. You have to be extra cautious that your conduct is above reproach."

Our Army Values

Loyalty: Bear true faith and allegiance to the U. S. Constitution, the Army, your unit, and other soldiers.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army values.

Integrity: Do what's right, legally and morally.

Personal Courage: Face fear, danger, or adversity (physical or moral).

FM 22-100, June 1998

Awareness

Headlines

- Enron

- Arthur Anderson

- WorldCom

- Tyco

- Putnam Investments

- Who's next ?

CHAIN OF COMMAND

A Moral Code of Conduct

Principles for Launching War:

- **Just Cause:** A war can be started only for just reasons. They may include: vindication of justice, restoring a just international order, protecting innocent life, and restoration of human rights.

- **Competent Authority:** War can be started only by those with responsibility for public order and legitimate authority for engaging in war.

A Moral Code of Conduct

Principles for Launching War:

- **Comparative Justice**: The central question should be: Is the justice of our cause greater than theirs?

- **Right Intention**: A just war is only a means to gain peace and reconciliation--not humiliation and punishment.

- **Last Resort**: all nonviolent alternatives should be exhausted.

A Moral Code of Conduct

<u>Principles for Launching War:</u>

- **<u>Probability of Success</u>: If a successful end is futile, war should not be started.**

- **<u>Proportionality of Projected Results</u>: The good expected from war must be greater than all the foreseen costs.**

- **<u>Right Spirit</u>: War must be engaged only with an attitude of regret.**

A Moral Code of Conduct

Principles for Conducting War:

- **Proportionality in the Use of Force:** No action should be taken that creates more harm than good. Deadly force should be used only in the proportion needed to achieve a just objectives.

- **Discrimination:** There must be no intention to harm innocent civilians.

A Moral Code of Conduct

Principles of Conducting War:

- **Avoidance of Evil Means**: No cause justifies evil means, such as executing prisoners, taking hostages, pillaging, and desecrating holy places.

- **Good Faith**: Enemies should be treated with dignity - as much as possible, in ways that keep open the possibility of eventual reconciliation.

Values of Public Service
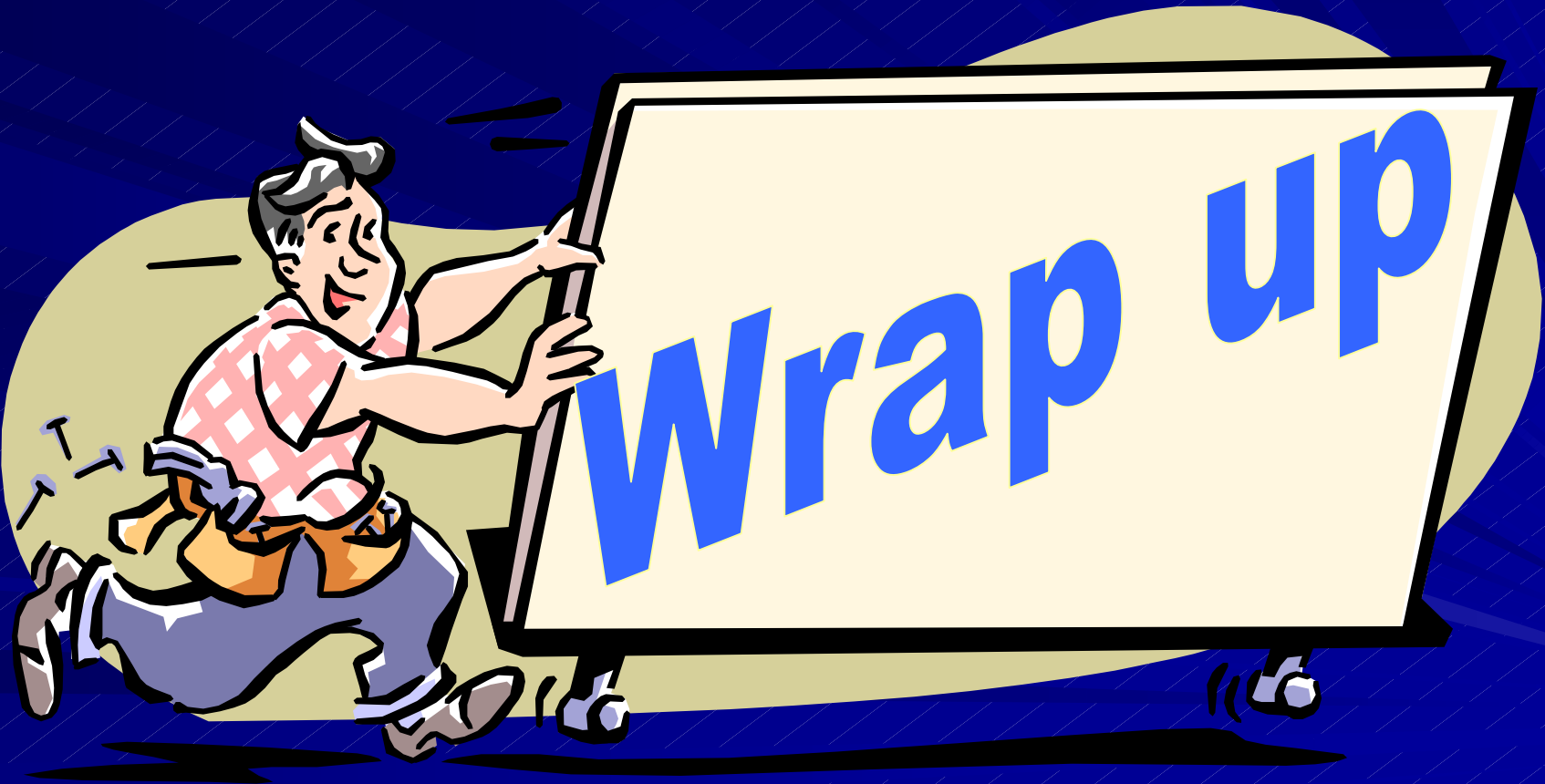
What Can Be Done?

- **Start with the objective that ethics will become a part of all policy decisions being made.**

- **Develop the social, legal, managerial, political, and educational structure that encourages and rewards ethical behavior.**

- **Develop and enforce a code of ethics.**

Final Analysis

- Individual behavior makes organizations ethical or unethical.

- Organizations can bring out the best in people by:

  - ☑ Clearly stating expected ethical standards.

  - ☑ Enforcing standards.

  - ☑ Rewarding ethical conduct.

  - ☑ Punishing unethical behavior.

Final Analysis

- **From time to time you must examine your personal values.**

- **Then -- question how much and what you will sacrifice for the organization.**

Once trust is lost -- it's gone!

Final Thought

"I came to Washington with my pickup truck and my honor. I'll leave Washington with my pickup truck and my honor."

★★★★

GENERAL PETER J. SCHOOMAKER
CHIEF OF STAFF, ARMY

Carol,

"I am so sorry for this. I feel I just can't go on. I have always tried to do the right thing but where there was once great pride now it's gone. I love you and the children so much I just can't be any good to you or myself. The pain is overwhelming. Please try to forgive me."

Cliff

J. Clifford Baxter